

Meeting:	Cabinet	Date:	10 February 2021
Subject:	Tourism and Destination Marketing Report		
Report Of:	Cabinet Member for Culture and Leisure		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Rebecca Clay, Tourism and Destination Marketing Manager		
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Appendices:	1. Tourism and Destination Marketing Plan 2021		
	2. Good to Go Campaign Report September 2020		
	3. The Future Marketing of Gloucester Report 2020		
	4. Terms of Reference for Tourism and Destination Marketing Steering Group		
	5. Forecasted Budget for GCC Tourism and Destination Marketing 2021		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 To present the Tourism and Destination Marketing Plan 2021 (Appendix 1) to the cabinet for comment.
- 1.2 To present the forecasted budget (Appendix 5) to the cabinet for comment.

2.0 Recommendations

- 2.1 Cabinet is asked to **RESOLVE** that:
 - (1) the Tourism and Marketing Plan 2021 in Appendix 1 be noted and the recommendations accepted
 - (2) the forecasted budget identified in Appendix 5 be approved to allow for the work to commence.

3.0 Introduction

The Tourism and Destination Marketing Function (Visit Gloucester)

- 3.1 Marketing Gloucester Ltd (MGL) ceased trading in February 2020. From February to December 2020 the city has continued to be supported by two members of staff formerly of MGL who were appointed to the city council on fixed-term contracts until March 2021.

- 3.2 The job descriptions were written by Head of Cultural Services and went through Job Evaluation in September and are now currently being advertised on a one-year fixed term basis until March 2022.
- 3.3 In December a new Tourism and Destination Marketing Manager was appointed to lead and develop the tourism marketing for the city on a fixed term contract until March 2022.
- 3.4 The team have maintained a social media presence and provided crucial business support and information to the visitor economy sector during the COVID-19 pandemic.
- 3.5 The following marketing campaigns and activity has been undertaken in 2020:
- **Gloucester at Home** - During lockdown, many destinations continue to use virtual experiences to engage consumers, promote product and brand. These experiences also reflect an increasing focus on showcasing natural product, rural experiences, wellness, food and community. The campaign also promoted retail and food and drink businesses operating click and collect and delivery services. Gloucester From Home was amplified through Visit Gloucester's social media channels
 - **Gloucester is Good to Go Marketing Campaign** (Appendix 2) - a regional marketing campaign aimed at families and couples which was based on the Visit Britain Good to Good accreditation scheme. The campaign utilised a variety of media including radio competitions and presenter readouts, outdoor media in family areas (shopping centres, near schools) and advertising through the SoGlos website, e-newsletter and social media channels. This campaign delivered a reach of 3m and was widely supported by our partners in the city both financially and through marketing amplification and engagement.
 - **Gloucester Safety Campaign** – a hyper-local marketing campaign that promoted the safety messaging around COVID19 to build consumer confidence for being in the city. This campaign was supported by European Union ERDF funding. It used an authoritative tone of voice to re-enforce the national Hands, Face, Space message created by Public Health. This campaign used Digital Adshel advertising in the city centre near to the Transport Hub and on Bus wraps running on arterial routes into the city to target audiences as they entered. This campaign is continuing in 2021 and is due to deliver a reach of 933,368 by the end of February.
 - **Bright Nights Marketing** – a campaign was delivered in the run-up to Christmas which promoted the Bright Nights event programme and re-enforced the safety messaging above as part of the campaign. This campaign used Heart Radio advertising to target local families through appealing to the decision-making female audience looking for something to do with their family in the city. The active messaging around go explore, be outdoors was used to encourage families to undertake some physical exercise this winter as the events were supported by Active Gloucester. The photography and imagery captured during the events showed the city beautifully illuminated and residents interacting with the events in a COVID safe way. This campaign will continue in 2021 to support the other events planned.
- 3.5 A new Tourism and Destination Marketing Plan has been written which will inform the tourism marketing for the city in 2021 (Appendix 1) it addresses the recommendations

outlined in the 'The Future Marketing of Gloucester' report written by Steve Brown in March 2020 (Appendix 3) to create a strategy for the tourism marketing in the city. The recommendations as set out in section 6.1 to 6.10 of the Brown report are as follows;

- (1) Appoint a small but highly focused 'place marketing' team within Gloucester City Council for an initial period of at least two years.

By the end of March 2021, a team of three Tourism and Destination specific marketers will be in place to drive the tourism marketing for the city. By the end of August 2021, a report will have been created ready to go to cabinet in October that advises on whether the Tourism and Destination Marketing Team should continue to be the main function for tourism marketing for the city and remain within Gloucester City Council.

- (2) Set up a high-level Gloucester Marketing Steering Board to advise and work alongside the new place marketing team.

An invitation and Terms of Reference document (Appendix 4) has been sent out to the stakeholders within the city looking for representatives to join Marketing Steering Group. We have so far received expressions of interest from 17 partners in the city from a range of industries including leisure, retail, attractions, community, education, and accommodation. An initial meeting of the group will be held on 1 March 2021. This group will act as an advisory board and critical friend to the Tourism and Destination Marketing team.

- (3) Invest in creating a compelling brand identity for the city with a narrative that key stakeholders, including residents, can help create and coalesce around.

An interim logo, font and colour palette will be introduced to tie in with the launch of the Visit Gloucester website in February 2021. This change in look is designed to signify a break in what has come before and remove the association of Visit Gloucester with MGL. A branding brief was sent to 6 local designers on 10 December 2020 and 4 responses were received. The responses were scored on a 50% price and 50% quality basis on 5 January and a preferred supplier appointed.

A set of Co-branding guidelines have been created which looks to formalise the relationship between the Visit Gloucester Logo and the Gloucester City Council logo to ensure that the Council receives the credit for the work that the Tourism and Destination Marketing Team undertake.

A larger piece of work around placemaking and creating a new identity for the city will go out to tender through supplyingthesouthwest.org.uk in March 2021. This brand development will include stakeholder engagement, narrative development, and give a tone of voice for the city.

- (4) Prioritise developing a much stronger digital presence to promote the city and its narrative

A new website was tendered for in November 2020 and Simple View were appointed to undertake the work. Simple View specialise in creating websites for Destination Management Organisations and so have all the necessary integrations with platforms such as Visit Britain's TXGB (<https://trade.visitbritain.com/txgb>). The new website is due to be completed by the middle of February 2021 and a preview can be seen here

<http://internet.newmind.co.uk/demo/gloucester121120/5.htm> (please note that the logo at the top will change before the website goes live).

The Tourism and Destination Marketing Plan 2021 includes a section on strengthening our digital presence in 2021 (Appendix 1 section 6, objective 3)

(5) Strengthen other aspects of the city's marketing collateral

The Tourism and Destination Marketing Plan 2021 includes a section on strengthening the city's marketing collateral (Appendix 1 section 6, objective 1)

(6) If it goes ahead, embrace and help to shape the 'Visit Gloucestershire' initiative being championed by the First LEP

The Tourism and Destination Marketing Plan 2021 includes a section on how we will work with our comparators in 2021 (Appendix 1, section 2 Situation Analysis, heading **The Competitive Landscape in 2021**)

(7) Further develop 'history and heritage' as a key USP of the City and ensure it is at the heart of Gloucester's narrative

Working with our colleagues in the City Council's Culture Team we will ensure that history and heritage are at the heart of the tourism marketing for Gloucester.

History and Heritage will be woven throughout the invitation to tender document that will shape the brand of the city and the narrative.

(8) Curate and further develop a really strong events and festivals programme that reflects and builds the City's new narrative

Working with the City Council's festival and events team we will promote the vibrant events programme in the city through associated marketing campaigns. A section on this can be found in the Tourism and Destination Marketing Plan 2021 (Appendix 1, section 6, objective 1)

(9) Start to integrate the inward investment challenge into the place marketing agenda

The Tourism and Destination Marketing Plan 2021 includes a section on strengthening the city's marketing collateral (Appendix 1 section 6, objective 10)

(10) Launch a Gloucester Business Ambassador Scheme

Relationships must be built and, in some cases, re-built in 2021 before we can consider creating a Business Ambassador Scheme. A section on how we will earn trust and support our partners in 2021 can be found in the Tourism and Destination Marketing Plan 2021 (Appendix 1 section 6, objective 8)

3.6 A new survey has been created and sent out to stakeholders in the city. This will form the basis of an annual survey by which we will measure the effectiveness of the team and the support from local businesses.

- 3.7 COVID-19 Recovery Plans developed by the Culture and Visitor Economy Recovery Board in 2020 identified how the Tourism and Destination Team will support businesses to recover through the pandemic. More information can be found on this in the Tourism and Destination Marketing Plan (Appendix1, section 6, objective 10)
- 3.8 A citywide data project has been started which will use data mapping from mobile phones to inform who is visiting which parts of the city. There is a briefing session from one of the organisations in early January with a view to procuring the data mapping service in February.
- 3.10 A closer working relationship is being built with the Gloucester BID through monthly meetings between the Gloucester BID Manager and the Tourism and Destination Marketing Manager.

4.0 Social Value Considerations

- 4.1 Communication of social and cultural activity with the wider community will bring benefits to the residents of Gloucester, such as instilling local pride and by supporting people's emotional well-being. Supporting the city's businesses will ensure that the economy can begin to recover, which will provide opportunities for people to be active and engage with cultural activities in the city as lockdown eases. The continued need for a marketing function for Gloucester will be key to positive impact on residents and visitors to the city alike. A section on strengthening audience development and community engagement through initiatives to diversify audiences and address brand perceptual barriers can be found in the Tourism and Destination Marketing Plan 2021 (Appendix 1, section 6, objective 7)

5.0 Environmental Implications

- 5.1 The small destination marketing team promotes all aspects of the city's cultural offer as well as encouraging green forms of travel. There will be some limited impact on the environment, however, as increased tourism and movement of people will increase emissions. This is not specific to this industry and is a wider societal issue. However, the team will develop stronger environmental messaging, whilst the Marketing function remains within GCC as it will benefit from the support of other council departments and policies. A section on ethical marketing practices can be found in the Destination Marketing Plan 2021 (Appendix 1, section 6, objective 11)

6.0 Alternative Options Considered

- 6.1 The report explores a number of options and these are laid out clearly within the report.

7.0 Reasons for Recommendations

- 7.1 The recommendations are laid out in the report.

8.1 Future Work and Conclusions

- 8.1 Recruitment of the Destination Marketing team roles commences as a matter of high priority to establish a team to action the work outlines in the Tourism and Destination Marketing Plan 2021.

9.0 Financial Implications

- 9.1 The advertising budget for 2020-21 has largely been covered by external funding sources including the ERDF COVID-19 Safety Campaign funding, and through leveraging in-kind financial contributions from our key partners in the city. To date the amount of advertising spend has been £25,335.
- 9.2 There is an underspend on salaries in the 2020-21 budget due to the late appointment of the Tourism and Destination Marketing Manager.
- 9.3 The budget for 2021-22 (Appendix 5) is based on the First Draft Budget Book as provided by finance in December. The sets out a £209,748 total spend and a planned income of £30,300. Despite the difficult financial climate, the Tourism and Destination Marketing Team are confident they can deliver this target through in-kind financial contributions to campaign activity, applying for funding and other commercial opportunities (Appendix 1, Section 6, Objective 9)
- 9.4 Finance were consulted on the budget for 2021-22 on 13/01/2021 and are confident about the financial controls in place to deliver the budget in 2021-22.

10.0 Legal Implications

- 10.1 None directly arising from this report.

11.0 Risk & Opportunity Management Implications

- 11.1 Risks of not accepting the recommendations – will result in the city not having an effective Destination Marketing function. This will disadvantage the city when compared to other areas of Gloucestershire and damage the visitor economy. Gloucester is a destination that supports a regional visitor economy worth over £110m GVA per annum (according to Growing Gloucester’s Visitor Economy, published 2015).
- 11.2 An effective and functioning Destination Marketing organisation attracts not only tourists but also supports businesses and attracts inward investment. These benefits would be to maintain the visibility and viability of Gloucester as an attractive destination to visit, meet and invest.
- 11.3 The city will benefit from a collaborative centralised destination marketing and management function being held within the city council during the current challenging situation caused by coronavirus epidemic. The city can provide leadership and co-ordination when it would be high-risk to create a new organisation at this time.

12.0 People Impact Assessment (PIA) and Safeguarding:

- 12.1 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

13.0 Community Safety Implications

13.1 None

14.0 Staffing & Trade Union Implications

14.1 None

Background Documents: None